

# Daily briefing

October 21, 2018

**Columbia Gas®**



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# Standing Agenda

- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Communications
- Discussion Topics
- Sheltering Options

# Headlines

DATA AS OF 10/20/2018

- We have now:
  - Replaced more than 37 miles of pipe to date
  - Replaced 3,503 service lines, of which 3,328 are Gas Ready
- We are:
  - Focused on House Ready
  - Restoring the interactive map to the web
  - Holding Back to Business event on 10/23 for all communities

# Weather

## 10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 21		Partly Cloudy	47°/32°	0%
MON OCT 22		Mostly Sunny	52°/39°	0%
TUE OCT 23		PM Showers	57°/41°	50%
WED OCT 24		Partly Cloudy	52°/35°	10%
THU OCT 25		Mostly Sunny	44°/30°	0%
FRI OCT 26		Sunny	47°/34°	0%
SAT OCT 27		Partly Cloudy	50°/38°	0%
SUN OCT 28		Showers	50°/42°	60%
MON OCT 29		AM Showers	50°/40°	40%
TUE OCT 30		Partly Cloudy	53°/40°	20%

SOURCE: Weather.com as of 9:30 AM on 10/21

## Sunrise/Sunset Schedule 10/21/2018

Activity	Time
<b>Sunrise</b>	7:05 AM
<b>Sunset</b>	5:53 PM

# Operation Assess / Install

## House Ready<sup>1</sup>

KPI	To date	Target	% of Target
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Residential 474 7325 7%

Commercial<sup>2</sup> 122 1122 11%

Date	10/17	10/18	10/19	10/20	10/21
House Ready <sup>1</sup>	24	126	16	50	76
Schedule			100	150	150

## Resource Daily Overview

- Labor**
  - Labor aligned with recent weekend levels; significant presence in Zone 5
  - Weekend ramp up; 180 additional plumbers
  - Plumbers/Support 398/15, Gas Fitters - 471, Electricians – 144, GRS field ops – 357, Local inspectors – 14, Linguists – 64
- Appliances**
  - Sufficient appliance stock to meet demand through 3 day schedule; readily available stock 1 day away
  - Water heaters—980, Boilers – 1038, Combination units – 1309, Tankless water heaters—314, Ranges—1499, Dryers— 1118, Furnaces – 186

## Today's Focus

- 76 meters in plan vs schedule of 150 House Ready meters
- Work focused in all zones with: Zone 4 – 30 House ready, Zone 1 – 10 House ready
- Productivity improvement to focus scope and efficiency of plumbers

## Risks

Topic	Status	Comments
Labor	Yellow	Optimizing plumber utilization
Appliances	Green	Sufficient appliance stock
Materials	Yellow	Supplies on location still a gap
Weather	Yellow	Morning rain, cool
Productivity	Red	50 House Ready for ~10,000 trade hrs

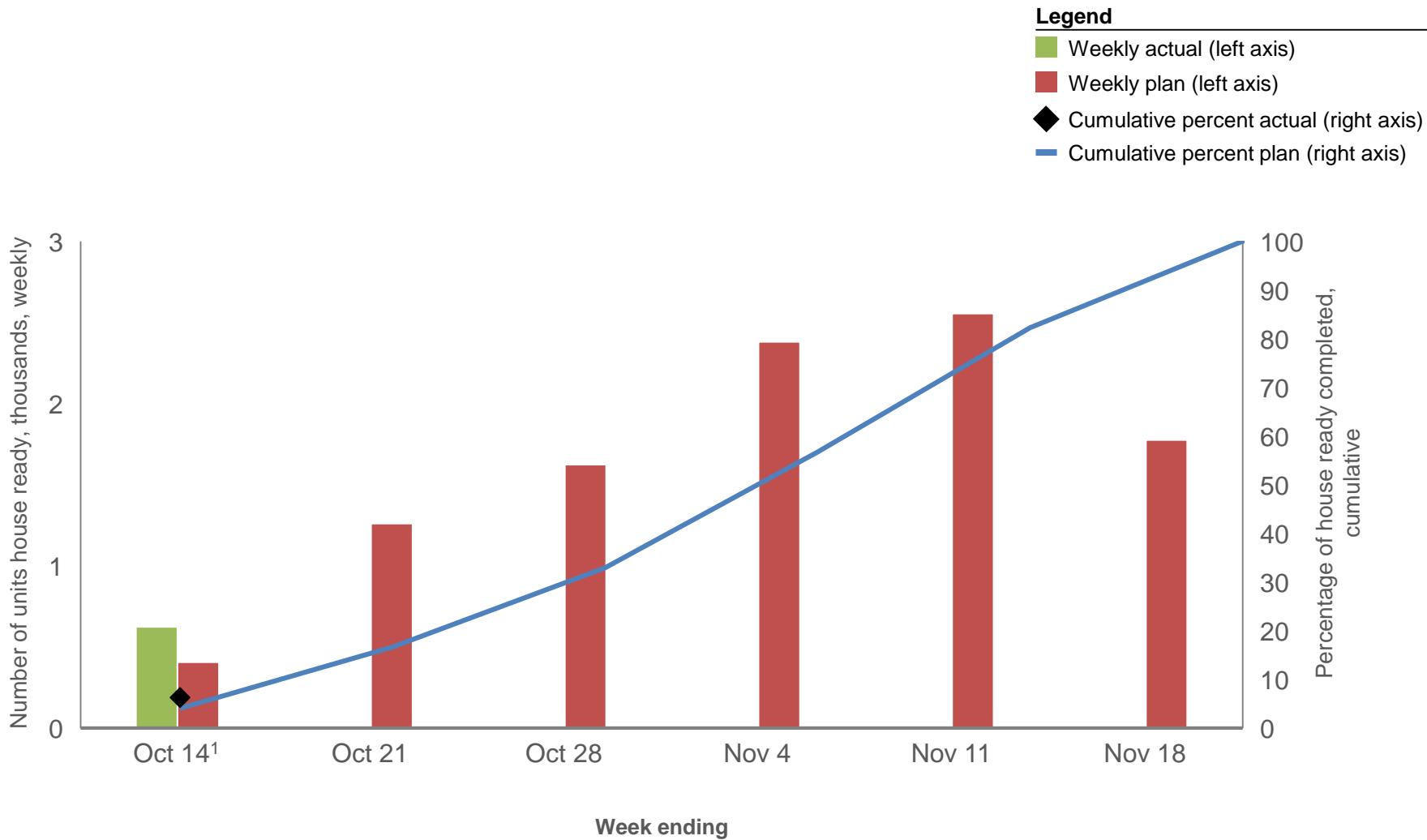
## Identified Productivity Improvements (not exhaustive)

Topic	Action
Plumber Scope	Focus scope on plumbing necessary activities; implement with plumbing companies and field leadership
NiSource Field Support	Expanded work packet and implementation of plumber scope boundaries
Parts Availability	Move parts closer to the point of use; mobile trucks started 10/20

<sup>1</sup> House Ready meters defined as a meter that has passed inspection for heat and hot water

<sup>2</sup> Removal of customers covered by "back to business" pending

# Operation Assess / Install: Progress vs. plan



<sup>1</sup> Week ending in October 14 shows project to-date through EOD 10/14/18.

Note: Number house ready currently represented using dwelling units. In the future, this information will be presented using number of meters. Projections based on plumber count. Subject to change.

# Operation Back-to-Business

## Business customers by status

Trailing 4-day count in meters (#)

	House ready	Relit, cumulative
Oct 17	0	19
Oct 18	0	25
Oct 19	2	41
Oct 20	2	43

## Progress to date

- Back to Business Operations started on 10/19

## Next 24 hours

- Pilot B2B Tool for KPI reporting in Lawrence
- Continue to refine B2B Tool for Assessments and Claim Estimates
- Onboard data manager

## Customer and community engagement

- PMs called all 675 business customers and reached 301 personally (not including voicemail)
- Planning B2B event in Lawrence on 10/23 for all three communities

## Business customers by status, # meters

	First successful call made		Pre-assessment		Assessment		House ready		Relit, cumulative		Total sites
	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	
Lawrence	TBD	155	TBD	53	TBD	0	TBD	2	TBD	4	304
Andover	TBD	92	TBD	19	TBD	19	TBD	0	TBD	16	217
North Andover	TBD	54	TBD	13	TBD	13	TBD	0	TBD	23	154
Total	TBD	301	TBD	85	TBD	32	TBD	2	TBD	43	675

# Construction

DATA AS OF 10/20/2018

## Labor resourcing: Crews planned

	10/21 (Sunday)	10/22	10/23	10/24
Andover	35	67	67	67
Lawrence	84	93	92	80
North Andover	32	52	52	57
<b>Total</b>	<b>151</b>	<b>212</b>	<b>211</b>	<b>204</b>

## Progress Update

	Project to Date	Target
Main line Installed ft	196,766 (37.2 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	52,493 (9.9 miles)	68,640 (13 miles)
Service line replaced (#)	3,503	6,100
Gas Ready Services <sup>1</sup>	3,328	6,100

- Service and main line replacements are ahead of schedule

## Progress

- Main installed project to-date: 196,766 feet (37.2 miles)
- Service lines gas ready project to-date: 3,328
- Service lines replaced on 10/20: 186
- Service lines gas ready on 10/20: 184
- Projects 1.1,7.2,7.3 complete all service lines and gas ready

## Next 24 hours

- Mains and service lines worked in all zones Saturday
- Planning 151 crews for Sunday

## Customer and community engagement

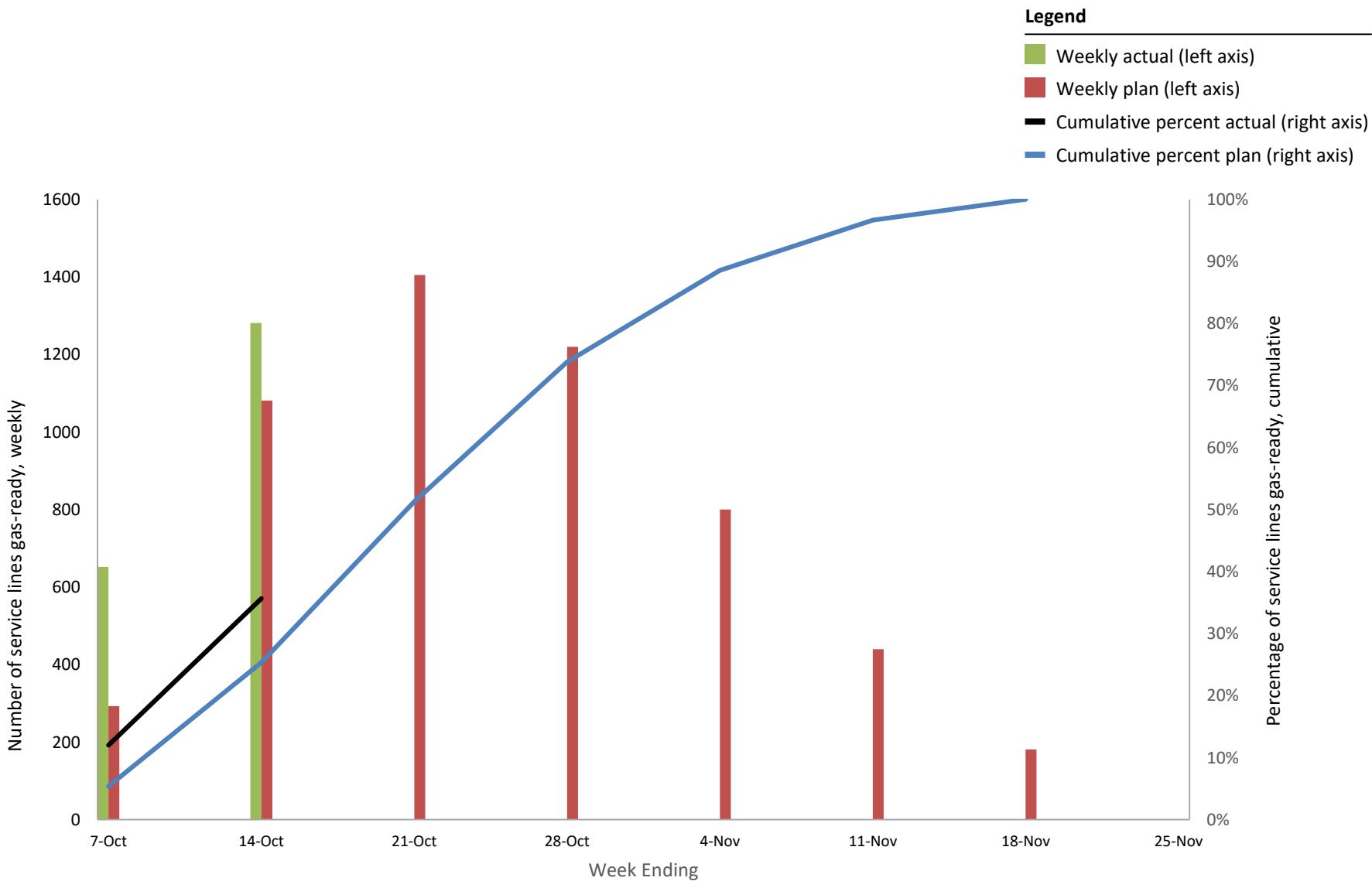
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination meetings with MassDOT to mitigate state road impacts as necessary

## Risk

- Inclement weather – Low
- Resources - Low
- Materials - Low
- Permitting and Traffic Control - Low

<sup>1</sup> Distinct from Gas Ready meters

# Construction: Service line Gas Ready progress



# Customer and Community Support

## Yesterday's call center performance (through 6pm)

Topic	Sub-topic	Actual seconds	Calls Handled Yesterday		Since Event	
			Actual seconds	Calls Handled	Actual seconds	Calls Handled
Call center performance (Target: 30 second ASA)	CMA	6	627	93	86,714	
	CR <sup>2</sup>	47	8			

## Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	59
# of customers interacted with (to-date)	1,893

Deployment Area	1	2	3	4	5	6	7	8
Zones	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Progress to date

### Mobile Customer Care Centers launched: 9/26

- Deployed through zones 2, 4, and 8
- Visitors: Andover 14, North Andover 5 ("Block" Pilot), Lawrence 40
- Questions focused on service restoration, assess/install, appliance options, and claims process/status

### "Block" RV Pilot – new RV (zone 8) site to assist field customer questions during assess/install "house ready" process.

- North Andover Mobile Unit new location: 565-595 Chickering Road (Chickering Plaza)

## Customer and Community Engagement

### Customer Resource Walk-in Locations

- Facility/space planning, painting, IT infrastructure and telephony installation in process through the weekend, target completion Tuesday (10/23)

### Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat – completed. Weekly touchpoints until relight

## Goals for next 24 hours & beyond

### Operation 100%

- Personalized outbound calls by CCC to all impacted customers to determine property ownership and number of dwellings restarted today (10/20.)

### Recruitment Activities

continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.

- Interviewed 26 candidates
- Additional interviews scheduled through 10/20

1 Average seconds to answer. | 2 CLEARresult

# Claims

DATA AS OF 10/20/2018

## Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	28,931
Claims serviced at walk-in centers yesterday	38 – Andover 44 – Lawrence 0 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	38%
ASA: Claim Center, yesterday	6 seconds

## Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,442	3,092	\$8.08
North Andover	3,047	2,198	\$4.77
Lawrence	12,869	9,004	\$10.11
Other Areas <sup>1</sup>	859	548	\$0.74
<b>Total</b>	<b>21,217</b>	<b>14,842</b>	<b>\$23.7</b>

## Progress Update

- 223 customer claims were completely resolved Saturday
- Forty-one (41) payments issued over \$10,000, nearly twice the prior day volume

## Goals for next 24 hours & beyond

- Completing a review of all business claims to understand what stage they are at in the process and look for opportunities to help customers
- Continue to have the Claim team support execution of the Operation Back to Business strategy

## Customer and community engagement

- Two Claim Centers were open Saturday through which we continue to service residential and business customers
  - 81 residential customers Saturday, 72 being returning customers
  - 1 new business customer

<sup>1</sup> Areas impacted by electrical outage may be outside of Lawrence, Andover, and North Andover

# Communication

## Image of the Day



*Photo shared by Andover Police, thanking the crews that restored gas to the Andover Library, public warming center, Saturday: 10/20/18*

## Ongoing Customer and Community Engagement

- Updated emergent information on ColumbiaGasMA.com and in customer-facing documents (talking points, FAQs, facts sheets)
- Shared content on social channels and responded to customer concerns
- Continued to distribute Path to Service Restoration customer packets to mobile resource centers
- Continued to employ integrated communications plan

## Completed

- Daily media briefing
- Back to Business Open House planning

Columbia Gas Website: ColumbiaGasMA.com  
Columbia Gas Facebook: <https://www.facebook.com/ColumbiaGasMA>  
Columbia Gas Twitter: @ColumbiaGasMA

# Discussion topics

DATA AS OF 10/20/2018

- Mission focus
- Weekly outlook

# Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/18	Newly housed 10/19	Total in housing EOD 10/19	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	<b>Families</b>	232	18	250	235	1	14
	<b>Individuals</b>	624	50	674	614	4	56
	<b>Rooms</b>	242	22	264	264	0	0
North Andover	<b>Families</b>	193	11	204	186	1	17
	<b>Individuals</b>	585	22	607	541	4	62
	<b>Rooms</b>	200	13	213	213	0	0
Lawrence	<b>Families</b>	1,399	106	1,505	1,301	7	197
	<b>Individuals</b>	5,258	345	5,603	4,666	34	903
	<b>Rooms</b>	1,582	133	1,715	1,715	0	0
Other areas <sup>1</sup>	<b>Families</b>	2	0	2	2	0	0
	<b>Individuals</b>	7	0	7	7	0	0
	<b>Rooms</b>	3	0	3	3	0	0
Total	<b>Families</b>	1,826	135	1,961	1,724	9	228
	<b>Individuals</b>	6,474	417	6,891	5,828	42	1,021
	<b>Rooms</b>	2,027	168	2,195	2,195	0	0

## Updates:

- Families placed in RVs total 228, a decrease of 1
- Apartment placements stayed flat at 9 with additional placements in process
- 72 new housing requests received through 800 reporting number

<sup>1</sup> Customers in this category had an unlisted address and/or an alternate outside address



# Sheltering Options Status

Shelter type	Available for Placement (10/19)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,241 rooms	2,195 rooms	4,436 rooms			
<b>By Day Available for Placement Units</b>						
	*assumes placements increase of 175 units per day					
	10/20	10/21	10/22	10/23	10/24	10/25
	2,066	2,058	1,883	1,708	1,553	1,378
Apartments	157 apartments	9 apartments	166 apartments			
Trailers	144 trailers	228 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			
<b>KPIs</b>						
Current Units Secured		Target Goal				
4,789	Rooms available by 10/24 (hotels & apartments)	5,000				
96%	Percentage of goal	100%				

## Progress update

- Secured 372 travel trailers (all are onsite): 372 are operational; 194 trailers are occupied (as of 5 PM on 10/20)
  - South Commons Park (Lawrence): all 180 onsite and operational. 116 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
  - Pemberton Park (Lawrence): all 100 onsite and operational. 48 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
  - Grogan Field (North Andover): all 60 onsite and operational. 19 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
  - Recreation Road (Andover): all 32 on site and operational. 11 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 36 people are registered as of 5 PM on 10/20.
- Nevins Farm in Methuen is available to kennel and care for household pets should customers have a need.

## Appendix

# Columbia Gas Contact Information

Affected Customer Hotline (866)-388-3239

Property Claims Number (800)-590-5571

- Temporary Housing number (800)-590-5571 select language and then select option 3

Emergency Line (800)-525-8222

Claims Center and Back-to-Business Locations (see website for availability):

439 South Union Street, Lawrence:

Mon. – Fri. 7a.m. – 7p.m.; Sat. 9a.m.-2p.m.

20 Main St. Andover: Claims Center (shifting to 45 Main St. on 10/20)

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

45 Main St. Andover: Back-to-Business

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

115 Main St. North Andover:

Tue. – Fri. 12p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

Career Hotline (866) 960-7285

For online information visit [www.columbiagasma.com](http://www.columbiagasma.com)